

10/10/06 Educause 2006 Project Management Constituent Group Notes, lead by Deborah Lauriano, University of California-Davis

1. Attendees urged to subscribe to list serve at  
<http://www.educause.edu/ProjectManagementConstituentGroup/977>
  - a. Deb is exploring a repository for best practice documents and templates
2. Selling project management (PM) methods or PMO
  - a. PMO created from eminent failure, often with ERP application
  - b. Stealth approach by creating internal consulting group
  - c. Develop tools, project lists and templates to entice, then gain popularity
  - d. Key of strong executive support
  - e. Resources
    - i. Ann Berry-Kline, UC-Santa Cruz
    - ii. David Trevvett, U of Chicago
    - iii. Deb Lauriano, UC-Davis
    - iv. Mary L. Pretz-Lawson, Carnegie Mellon
    - v. Steve Winig, MIT
3. Training methods
  - a. About 10% of attendees required PMI (Proj Mgmt Institute) certification (Proj Mgmt Professional)
  - b. Discussion on training program managers in PM or hiring PM experts
  - c. Suggest contacting local PMI chapter
  - d. Value of common language
  - e. Endorsement of Neal Whitten's approach in "No-Nonsense Advice for Successful Projects."
  - f. Mentoring to model good PM behavior
  - g. Defining PM as an IT career track, developers aren't always good PMs
  - h. Resources
    - i. Colby Riggs, UC-Irvine
    - ii. Ann Berry-Kline, UC-Santa Cruz
    - iii. David Trevvett, U of Chicago
    - iv. Brain Baute, Elon U
    - v. Julia Ashmun, Harvard College Libraries
    - vi. Pam Heath-Johnston, U of Connecticut
    - vii. Nancy Eads, U of Southern California
4. Tools
  - a. Microsoft Project Server (~5% of attendees use)
  - b. Intellect Executive Project Management software  
<http://www.interneer.com/>
  - c. Collection of home grown tools using Excel, Sharepoint, etc.
  - d. Compulink Whizible product  
<http://www.compulinkgroup.com/Whizible/product.htm>
  - e. Basecamp <http://www.basecamphq.com/>
  - f. Confluence and Jira <http://www.atlassian.com/>
  - g. vPMO by Level 5 <http://www.level5partners.com/>
  - h. dotProject <http://www.dotproject.net/>

- i. Pacific Edge <http://www.pacifiedge.com/>
  - j. Mercury portfolio management <http://www.mercury.com/us/products/it-governance-center/portfolio-management/>
  - k. Resources
    - i. Grant Watterworth, U of Calgary
    - ii. Mark Brown, MIT
    - iii. Brian Baute, Elon U
    - iv. Julia Ashmun, Harvard College Libraries
    - v. Dale Disrud, U of Minnesota
    - vi. Carmen Roode, UC-Irvine
5. Hiring
- a. PMI study provide estimates of salary ranges by part of country
  - b. Going rate for experienced PM is \$85-100K
  - c. How do you size the PMO? How many projects, risk level, complexity
  - d. PMs can usually handle multiple projects, except for big ERP projects
  - e. Recruitment – monster.com, local PMI chapter
  - f. Resources
    - i. Deb Lauriano, UC-Davis
6. Defining the PMO
- a. Some PMOs also support groups outside of IT, especially as popularity gains
  - b. Working side-by-side with technical groups helps gain credibility
  - c. Two models represented by attendees
    - i. Dedicated PMs ~ 30%
    - ii. Hybrid PMs ~ 50%
    - iii. No dedicated PMs ~ 40%
  - d. Resources
    - i. Claire Schwartz, Saint Louise U
    - ii. Randall Alberts, Georgia State
    - iii. Frank Schleicher, Northwestern
    - iv. Steve Winig, MIT
    - v. Joanne Hindeman, Ithaca College
7. Relationships of projects to other works and allocation of resources
- a. Repeatable successes history (or failure history?)
  - b. Difficulty of program managers trying to also do PM
  - c. Use hours as monetary unit, i.e., budget of 500 hours for phase 1
  - d. Don't use operational resources on critical path
  - e. Value of Work Breakdown Structure (WBS) in negotiating resources
  - f. Repeated WBS help build best practices and better estimates
  - g. Use executive champions to assign resources and meet with them often
  - h. Resources
    - i. Deb Lauriano, UC-Davis
    - ii. Joel Reeves, U of Tennessee
    - iii. Elaine David, U of Connecticut
    - iv. Steve Winig, MIT
    - v. David Schenk, Bradley U